

G-Cloud 15

De-risking a Cloud Project
Lot 3: Cloud Support Services

1

BCG's Cloud services

2

What is our De-risking a Cloud Project service?

3

What is our approach?

4

Where have we delivered value elsewhere?

5

Why BCG?

6

How to contact us

1 BCG'S CLOUD SERVICES

We understand the complexity of adopting cloud-enabled AI services.

Cloud services are essential to every modern private and public sector organisation: they support public service delivery, enable collaboration and productivity, and allow organisations to adapt, scale and transform their operations orders of magnitude faster than traditional “on premise” infrastructure. These well-understood benefits mean that transition to the cloud is far from a new phenomenon, and most organisations now have experience of using software, platforms or infrastructure as a service. That said, public sector organisations can do much more to unlock the full value of the cloud. We typically see four main challenges holding back organisations from releasing this value:

Common challenges in adopting cloud services and how we help address them

Challenge	How we can help
 Overcoming preconceptions “The Public Cloud is insecure”... “Traditional technology vendors are not innovative”... “Moving to the cloud always has a good business case”...	Our extensive experience in Cloud Transformation means we understand where constraints and opportunities truly are, and how to design projects to address them.
 Analysing a highly complex start point Aggregation of data across vendors/ systems is difficult, and analytics for each supplier are often unique. Not to mention that businesses often do not have a clear picture of their application landscape and estimating the potential of a cloud project is difficult.	We use our proprietary tools to diagnose readiness, including the use of our code-scanning SaaS CAST software to identify risks, costs and cloud readiness of the application estate.
 Designing a future organisation Cloud breaks new ground across an organisation; CapEx moving to OpEx, new technical, operational and vendor management processes, new security...	We have worked extensively with organisations to design business and IT functions that support cloud ways of working.
 Planning a seamless transition Often, end-state architecture and application migration plans are not defined.	Our experienced architects in BCG X can support you in producing a realistic and ambitious target state that recognises the reality of needing to “keep the lights on” during transition.

We have a suite of best-in-class services designed to address these challenges.

Our work encompasses the full range of cloud advisory and support services, across the full lifecycle of a cloud project. Each service can operate as a standalone project, can be combined with other services, or be modified to meet your specific requirements.

 STRATEGY Diagnose (true) problem(s) Understand the opportunity and value Set the ambition and defined roadmap	 SOURCING Explore market Set up procurement for success Select partners	 TOM and ORG Set baseline Design TOM and Org Set the implementation plan and support delivery	 IMPLEMENTATION Design target state architecture Outline detailed implementation plan Support delivery	 AI STRATEGY & ENABLEMENT Prioritise use-cases Define strategy, governance and roadmap Build readiness & capability	 E2E SERVICE TRx Baseline and diagnose current services Redesign journeys to improve usability / impact Prototype and scale solutions Scale digital delivery across services Reform systems and capability Embed agile governance and performance models
 CYBER Assess cyber culture, awareness, risk, maturity and resilience Set the ambition and define roadmap	 ANALYTICS Identify and prioritise use cases Deliver proof of concept Scale up highest value use cases on Cloud	 DE-RISKING Diagnose issues Plan resolution roadmap Provide ongoing QA support to high value projects	 COST REDUCTION Assess IT complexity and digital readiness Design and deliver cost reduction initiatives	 ERP TRx Business and IT design authority Benefits delivery PMO and programme governance	

Service	Your situation	Illustrative outputs
 Strategy for Cloud-based transformation	You are considering how to approach your cloud project, how to secure investment, what the benefits will be, how long the project will take, and what the high-level target state will look like.	- Technology baseline - Business case - Target state definition - High level TOM - Initial sourcing strategy - Implementation plan
 Sourcing and procurement advisory for Cloud	You are considering who within the market can provide your desired cloud services, how to approach them, and how to extract the best possible value from a procurement.	- Sourcing strategy - Preparation of RfP - Vendor evaluation & selection - Contract terms & structure - Contract negotiations
 TOM & org design for Cloud	You are considering how your organisation will need to change to support a new cloud service or services.	- Op model & org baseline - TOM design - Gap assessment - Implementation plan
 Cloud implementation planning	You are considering how to execute a cloud project, whether that be migration of existing apps, implementation of a new service, or improving the functionality of an existing service.	- Business case - Architecture target state - Implementation plan - Execution support

 Cyber security	You want to review the security of your cloud services and organisation, want to build your cyber capabilities or standards, or build a roadmap to improved cyber security.	• Immersive cyber-attack simulation • Cyber culture, awareness, maturity & resilience assessment • Quantified cyber risk • Cyber improvement roadmap
 Analytics on the Cloud	You are considering where advanced analytics or AI can be applied to drive value, want to build a proof of concept, and / or are considering how these use cases can be scaled using the cloud.	• List of potential AI and advanced analytics use cases, with estimate of value • Proof of concept delivery • Architecture target state • Implementation plan • Execution support
 De-risking a Cloud project	Your cloud project is failing and you want to design specific interventions to bring it back on track; you want to ensure that a new project is set up for success; or you want to supplement your teams' expertise with an independent expert advisory function to ensure a project stays on track.	• Embedded BCG "activist PMO" in large projects • Embedded BCG QA function for medium projects • Light BCG QA function for medium projects with specific expertise needs • Project health check and remediation plans
 Cost reduction to support Cloud services	You are looking to reduce costs in your IT organisation to support a transition to cloud services.	• IT complexity and digital readiness assessment • Cost and risk driver report • Cost reduction initiative design and delivery
 E2E Service Transformation	You would like to either build or improve a internal or customer service running on the cloud. You want to run a discovery on either the key requirements for that service or the key issues in an existing service, and rapidly design and build the new or transformed service.	• Service baseline • End-to-end service redesign • Rapid prototyping • Scaled AI and Software solutions • Reforms to systems and capabilities
 ERP Transformation	You are embarking on, or delivering an ERP transformation, and want to improve control over benefits delivery, transparency over performance and programme decisions, and simplify and accelerate delivery.	• Business and IT design authority • Simplified DDP architecture • Readiness measures and resource demand visibility • Substantiating value



AI Strategy and Enablement Support

You are exploring how to apply Artificial Intelligence and Generative AI to improve services, operations, or policymaking.

You want to identify practical, high-impact use cases, define a responsible AI strategy, and plan the roadmap for cloud-based scaling — including governance, skills, and data readiness.

- Prioritised AI/GenAI use cases aligned to value
- Responsible strategy and governance model
- Operating model, risk and policy guardrails
- Capability uplift and change roadmap
- Implementation and sourcing planning

2 WHAT IS OUR DE-RISKING A CLOUD PROJECT SERVICE?

In our experience, at least two thirds of large-scale cloud projects fail to deliver on time, on budget, or to user expectations. Many causes of failure are preventable and, based on our experience, an investment of 3% of the programme budget on proactive de-risking can bring a 30-60x return.

Our approach addresses the typical causes of failure in cloud projects, aims to de-risk delivery, and can be applied to in-flight projects or projects in their early stages. We have four types of engagement model, depending on the level of de-risking/ QA required:



BCG activist PMO

For large and complex projects, we take an ‘activist PMO’ role, taking on execution and management responsibilities designed to ensure the project delivers to its objectives



QA with deep dives

For medium size projects, we can conduct a one-off QA exercise, and deep dive on select areas of concern



Light QA

For medium projects that have specific knowledge needs, we can provide a BCG expert as a part of the core team



Project health check

For smaller projects, we do one off health checks to confirm to the sponsor that the project is set up for success

We use five lenses to assess a cloud project and design interventions to reduce risk:

- 1) **Scope & objectives:** Is scope prioritised based on business value are requirements for the end state (and any transition states) clear?
- 2) **Business value & economics:** Are business value and costs quantified? Are non-quantified benefits clear and well-articulated?
- 3) **Governance & organisation:** Does a clear governance structure and organisation exist, and are the right skills in place?
- 4) **Solution & deliverables:** Is the solution overly complex? Has it been proven elsewhere? Are robust delivery & change management processes in place?
- 5) **Planning & execution:** Is there an ambitious (yet realistic) plan in place, and is it set up for success by delivering outputs early and often?

We use these lenses to produce a report detailing the top priorities for setting the project up for success/ bringing your project back on track, and then (if applicable) help you deliver those priorities.

3 WHAT IS OUR APPROACH?

Each of our four engagement models follow a two-phase approach for project de-risking:

- 1) **Project review and QA setup:** Assess program health, issues and identify risks and identify mitigation & corrective actions. Setup QA Infrastructure (e.g. scorecard, survey, other PMO tools).
- 2) **Ongoing QA support:** Implement mitigation actions and ensure project is on track. Ensure executive transparency and on-time execution of deep dives as required.

		Review & set up	Ongoing QA support
	BCG activist PMO	6-8 weeks analysis and report production	Full time BCG PMO support for lifetime of project Rigorous project management Deep dive into issues
	QA with deep dives	4-6 weeks analysis and report production	Deep dive ~2-3x a year with BCG team for 4-6 weeks
	Light QA	4-6 weeks analysis and report production	4-10 days a month of BCG expert
	Project health check	4-6 weeks analysis and report production	No ongoing support unless required

Every project is different, but DigitalBCG's extensive experience in assessing why digital and cloud projects fail has uncovered five common levers essential for removing risk. We help organisations employ all five levers in parallel:

- 1) **Programmatic Agile:** The application of a development approach which blends agile (scrums, user stories, sprints) with some of the more traditional elements of programme management (reporting, planning, requirements definition).
- 2) **Multidisciplinary Business & IT teams:** Product Owners and other business stakeholders co-located and "joined at the hip" with IT development teams.
- 3) **A Minimum Viable Product:** A plan that includes the delivery of an early functioning product. Determining what is both "minimum" and "viable" is often requires more effort than organisations first expect.
- 4) **DevOps automation:** The ability of developers to code, release, and fix problems in near real time without the worry of glitches cascading into other work streams.
- 5) **A next-gen data & digital platform:** A component architecture that allows rapid digital development, supports data & analytics, and fosters digital ecosystems.

4 WHERE HAVE WE DELIVERED VALUE ELSEWHERE?

BCG have delivered over 200 projects in the last 3 years helping clients with **De-risking a Cloud Project**. A selection of projects from our work follows:

Client context and summary: The client started building a single global platform, however the program had run into various issues, i.e. over budget; lack of transparency future cost; high client team turnover. BCG worked closely with senior client leadership to build a new business case, and create leadership buy-in. We subsequently supported the clients with a suite of methodologies including de-risking their cloud-based platform and applications.



- Sized losses over £40M if project rolled out based on client's current approach
- Identified more than £12M per year in benefits by following suggested approach

Client context and summary: Client's risk function sought BCG's support to perform a risk review of the Cloud strategy and recommend enhancements to risk oversight/mitigation.



- Assisted the Risk function to provide an informed view to the Board on risks arising from the cloud strategy.
- Bridged organisational silos and open a dialogue between different teams through a thorough review.
- Defined a book of work to address BCG observations.

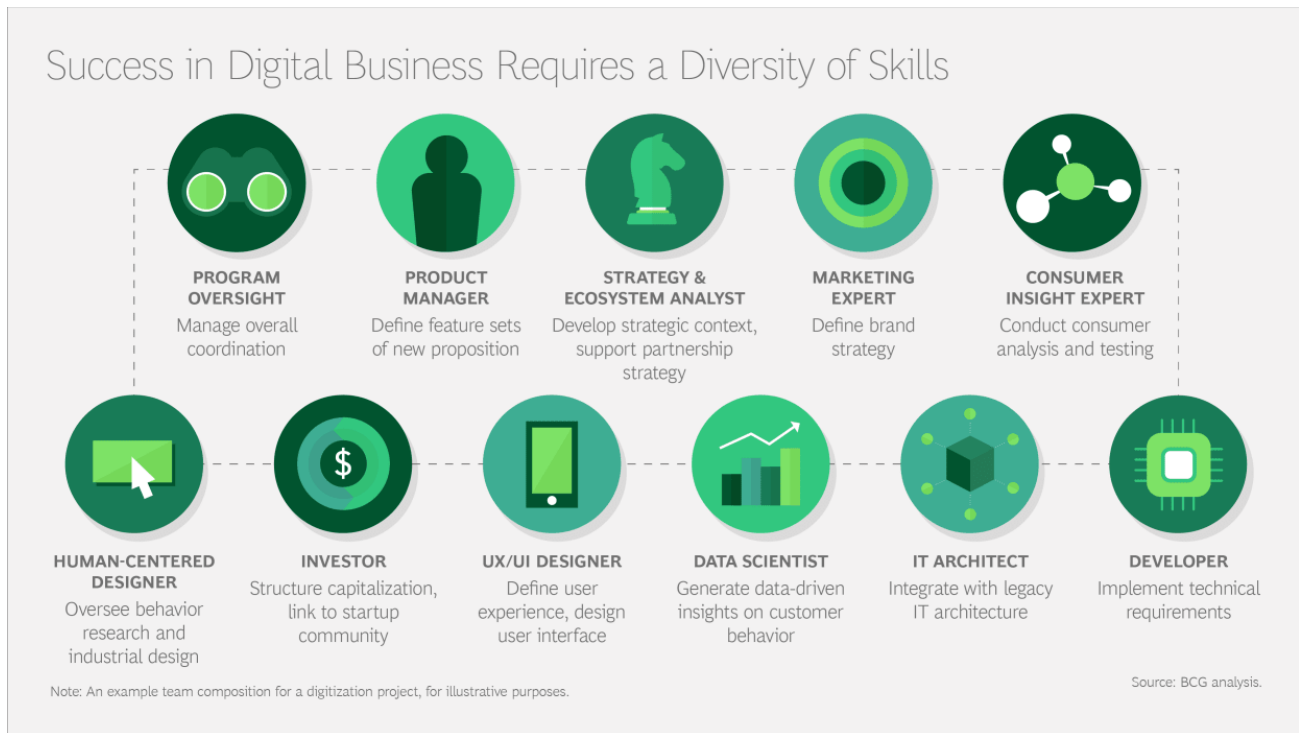
Client context and summary: This client started a business IT transformation project running (~20%) over budget and 6 to 12 months over time. BCG supported the client by re-scoping to a set of more achievable outcomes based on business value. We improved the implementation strategy (limiting scope, prioritising and reducing cost), structured the new project, established stringent control mechanisms and implemented quality and test management processes.



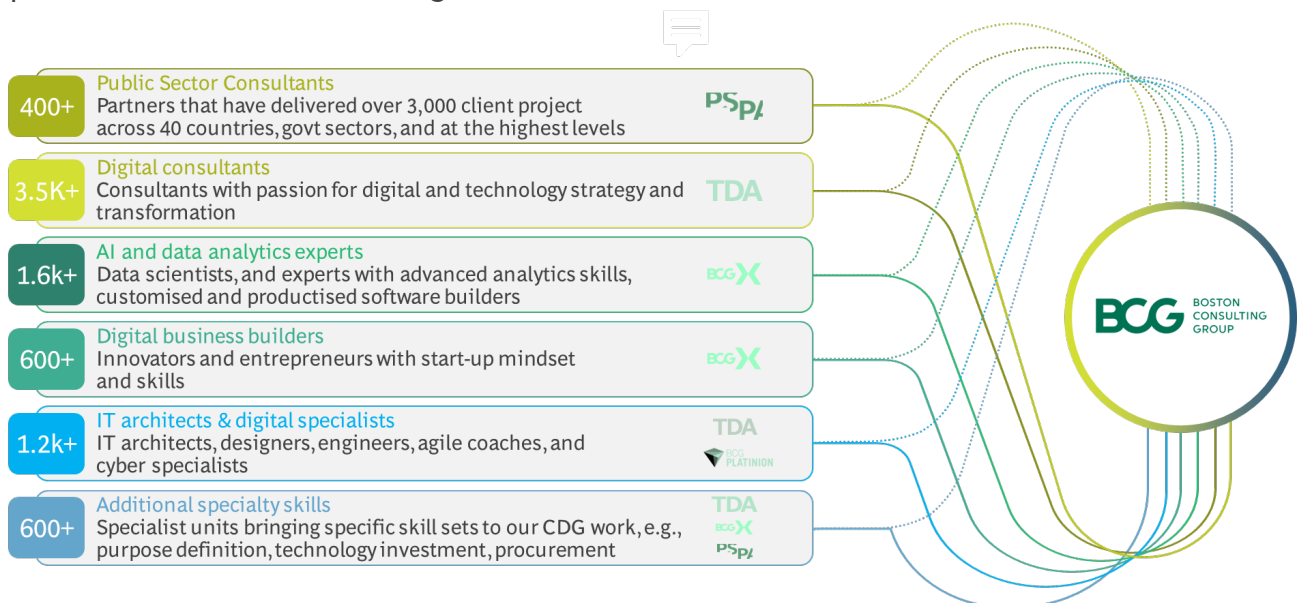
- Project returned to original budget of £60m
- Reduced scope ensuring on-time finalisation of the project
- Achieved cost reduction of £10m opex per annum

5 WHY BCG?

Digital and AI technologies are transforming every aspect of business, and no turnkey solution will equip you to keep pace. BCG engagements are designed to deliver immediate value, while also building the capabilities, processes, and mind-sets necessary to sustain your digital transformation. Governments and public sector agencies that are succeeding in the digital world are those who embrace digital diversity: diverse perspectives, skills and capabilities.



BCG reflect this diversity, combining digital-savvy consultants with a full spectrum of digital specialists from our dedicated digital subsidiaries.



BCG has offices in more than 100 cities in over 50 countries and has more than 30,000 employees, 1,500 partners, and 23,000 alumni. BCG combine this strategic heritage with cutting-edge capabilities in data science, digital business building, and deep expertise in IT.

We are externally recognised for our leadership and capabilities

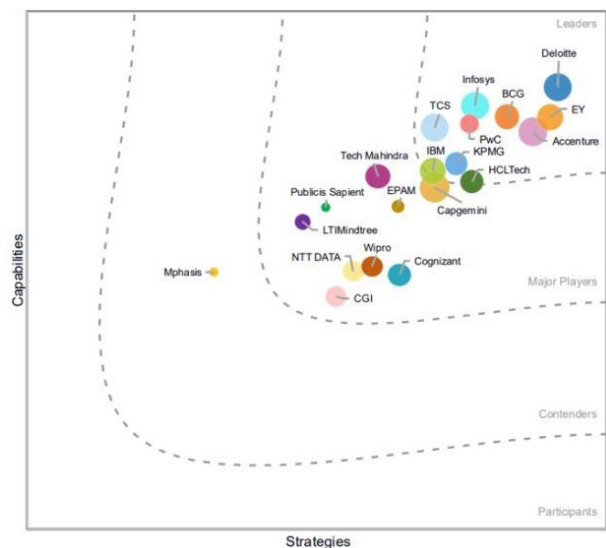
In the second half of 2025, Boston Consulting Group (BCG) was recognized as a Leader in several key analyst reports:

- IDC MarketScape: Worldwide Artificial Intelligence Services 2025 Vendor Assessment
- IDC MarketScape: Worldwide Digital Business Strategy Consulting Services 2025 Vendor Assessment
- IDC MarketScape: Worldwide Experience Design Services 2025 Vendor Assessment
- The Forrester Wave™: Digital Transformation Services, Q3 2025.

BCG ranked as LEADERS by THE FORRESTER WAVE™: Digital Transformation Services Q3 2025



BCG ranked as LEADERS by IDC MARKETSCAPE: AI Services 2025



We have delivered 150+ AI and digital government cases in the past 5 years, spanning all sectors and regions of the world. We are a global thought leader, and in the past two years alone, have published >100 pieces of research and articles related to cloud, AI and digital transformation:

- [Reframing Cybersecurity as a Business Discipline | BCG](#)
- [Why Cybersecurity is a Board Level Topic | BCG](#)
- [Cloud Transformation Without the Risk | BCG](#)
- [Sovereign Clouds Are Reshaping National Data Security | BCG](#)
- [Keeping Government Digitization on-Time & on-Budget | BCG](#)

Finally, our team are supported by a vast ecosystem of partners and proprietary tools. Both ensure that we bring the very best to your cloud project and capitalise on our global experience.

6 HOW TO CONTACT US

Through executing a project with BCG, you are gaining access to the world leading strategy consultancy's resources, expertise and thought leaders. We always ensure we are bringing the "best of BCG" on our projects and teams, whether through inclusion of international experts in their field, delivery partners, or our extensive Senior Advisor network.

Contact us to find out how we can help you overcome your AI, digital and cloud challenges. For the quickest response, please direct queries to PublicSectorUK@bcg.com. For any other queries about our UK public sector and cloud services:



Richard Sargeant

Managing Director and Partner
BCG X

Sargeant.Richard@bcg.com



Paddy Roche

Managing Director and Senior Partner
UK Leader Public Sector Practice

Roche.Patrick@bcg.com